Waste Collections Diagnostic Review

Report for Sevenoaks District Council

This report has been prepared by APSE Associate Consultant Paddy Knowles

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Final Version

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1.0 Introduction

1.1 Sevenoaks waste collection service has recently gone through a period of change and the council are keen to take a view on where the round changes made have affected the service in terms of value for money and productivity. The Council are also keen to learn from good practice and identify any recommendations for service and efficiency improvements.

1.2 The Council has commissioned the Association of Public Service Excellence (APSE) to present a diagnostic analysis of the current service delivery model and to identify any options available for the future improvement and development of the service.

1.3 The aim of the review is to give an evaluation of the current service provision following recent changes in the way the rounds are configured and to identify prospective options, to assist the Authority to make further decisions regarding the future direction of the service. To meet both the aims and objectives of the authority and to comply with any potential requirements resulting from the pending implementation of the Environment Act 2021.

2.0 Executive Summary

2.1 Sevenoaks District Council (SDC) is a non-metropolitan District Council located south east of London in West Kent and has its headquarters based in the town of Sevenoaks. Other towns in the district include Westerham, Edenbridge and Swanley.

2.2 The Authority consists of 26 wards and has 54 elected members covering an area of approximately 143 square miles, with a resident population of 120,000 (2021 Census) and a population density of 840 people per square mile (based on information provided by the authority), and according to the latest figures from the authorities G.I.S team 52,507 domestic households in the district, with three main urban areas listed as of Sevenoaks, Swanley and Edenbridge.

2.3 The current domestic waste and recycling services are provided by an in-house team on a weekly frequency using a standard 90-litre sack. Black sacks for residual waste and clear for co-mingled recyclable materials excluding glass, paper and card.

2.4 The Council operates a paid for garden waste collection system, on alternate weeks using 240 and 140 litre wheeled bins or paper garden waste sacks which residents can purchase from the Council.

2.5 The service currently operates from its depot at Main Road, Sundridge, near to the west of Sevenoaks and is located next door to Kent County Councils, Waste Transfer Station (WTS), where the Council's vehicles currently offload and Household Waste & Recycling Centre (HWRC).

2.6 Residual waste is collected weekly, based on a 37-hour, five day working week (Monday to Friday). Crews work Monday to Thursday 07.00 to 15.00 and Friday 07.00 to 14.30 and collects from 52,507 domestic properties using standard 90-litre sacks. Black sacks for

residual waste and clear for co-mingled excluding glass and food waste. There are a small number of flats collected using 1100 litre communal bins.

2.7 The service is currently formed of 16-rounds, consisting of one driver and either one or two loaders, depending on the vehicle, collecting on a weekly basis. The main rounds, rounds 1 to 10 are currently using 26-tonne 70/30 split refuse vehicles and collect recyclables in the 30% side of the vehicles and residual in the 70% side.

2.8 APSE operates the largest public sector benchmarking facility in the UK with over 200 local authority members covering 17 service area including waste. Clients benefit from the mass of performance data contained within the Performance Networks benchmarking database. This is used to provide instant benchmarks to see value for money and where the authority may improve.

2.9 As part of this project, Sevenoaks has joined PN for this service area as has contributed data for the first time this year.

2.10 The PI standing report for 2021/22 presents a mixed picture for the service with some areas performing well and other areas not so well.

2.11 Areas where the service did not perform well included:

- The cost of refuse collection per household (PI 02c) and the cost of refuse collection per head of population (PI 02d), shows the service to be in quartile 3 for both indicators, performing poorly in both the family group and whole service.
- Tonnes of domestic waste recycled per household (PI 03e) also achieved Quartile 3 status in both the family group and whole service.
- The percentage of household waste actually composted (PI 12b) also achieving quartile 3 status in both the family group and whole service.

2.12 Areas where the service performed well included:

- The percentage of households covered by curbside recycling collections (PI 11) which achieved top quartile performance.
- Missed domestic residual waste collections (full year) per 100,000 (PI 22c), achieving quartile 1 performance in both the family group and whole service.
- Missed separate recycling collections (full year) per 100,000 (PI 22e) also achieving quartile 1 performance in both the family group and whole service.

2.13 The full PI standing report can be seen in Appendix 1

2.14 This is to some degree confirmed when the tonnage data provided by the service is analysed, which shows in figure 2, the trend in residual tonnage collected over the two-year period showing that although the tonnage fluctuates slightly, the trend is reasonably steady with only a very slight downward trend over the period. As more waste is diverted through the recycling systems in place, we should in real terms be

seeing a much more protracted trend downwards and an upward trend in recycling tonnages.

2.15 However, figure 3 shows the trend for dry recyclable collections, which as more waste is diverted from the residual waste stream to the recycling collections, would be expected to be an upward trend, but is in fact a downward trend. The downward trend can in real terms only be accredited to the reduction in the amounts of dry recycling being diverted from the residual waste collection system.

2.16 The current methodology for collecting residual and dry recyclable waste in Sevenoaks in no way encourages residents to separate their waste for recycling. The lack of restriction on the amounts of waste that can be placed out for disposal actively encourages residents not to take the time and care to recycle properly. This is evident from the amounts of recyclable materials seen in the back of the residual portion of the vehicles observed on the site visits.

2.17 The recycling picture is further affected by the analysis of the bring system used to collect glass, and paper and cardboard, with cardboard and paper, showing a significant downward trend in tonnage delivered to the sites and glass only showing a slight increase in the trend for tonnage delivered.

2.18 However, one of the larger areas for concern, is that of green waste collections, which has over the two-year period analysed shown a significant downward trend in tonnage collected. The cause for concern here, is that this material is by its very nature heavy and as such contributes approximately 50% of the tonnage by weight towards the Councils overall recycling figures.

2.19 Like most authorities in the UK, Sevenoaks is facing pressure to streamline its services, reduce costs and identify opportunities to improve services, generate additional income and consider its options for future service delivery.

2.20 In terms of operational improvement and investment, the service, recently completed a full round reconfiguration exercise using Webaspx, which was designed and predicted to improve service efficiency rather than necessarily reducing costs, by improving round efficiency, vehicle efficiency and by reducing fuel usage, emissions and distance travelled. As a result of rounds becoming more efficient, fuel usage has been reduced by approximately 11%.

3.0 Recommendations

3.1 There are several very important issues to be considered when looking at the future of waste and recycling collections in Sevenoaks including the geographical nature of the district and the rurality of some of its communities.

3.2 The methodology used to collect waste, on a weekly basis, is a policy the current administration has pledged to continue. Whether or not the use of bags is popular is debatable, having viewed the large number of residents who have already purchased their own wheeled bins. However, if the Council wishes to seriously improve the current

recycling rate and to reduce the health and safety risks to its staff, the service must be prepared to invest in change.

3.3 What is clear is that is that crews work hard every day and that the work allocated to them is completed every day. However, this is only achieved using a large number of vehicles resulting in high costs and low performance.

3.4 There is no doubt that the service cannot continue as it is, collecting unlimited amounts of waste for disposal and in so doing, discouraging residents from separating their waste for recycling. The current collection methodology is not only outdated but it is out of step with the rest of the country and what the Government is trying to achieve in developing a consistent materials and collection methodology across the UK.

3.5 The UK Government will at some point soon make its final decisions on how the new 'simpler recycling collection methodology' for waste and recycling will look. At that point, Council's will no doubt be given a timescale within which to achieve those changes.

3.6 WRAP carried out an options appraisal published in March 2021 where they recommended changes to the system including continuing the collection of residual waste using sacks but limiting the number of sacks allowed, collecting the current dry recycling materials in what are termed triple stacker boxes to keep them separate and for glass to continue to be collected as it currently is by means of bring facilities.

3.7 Garden waste is recommended to continue using the current wheeled bin configuration, however, the current unregulated use of sacks in addition to bins is an issue that needs addressing as this can cause issues with round configuration as it is difficult to know how much waste is likely to be placed out for collection. Also, food waste is not collected at the present time but is reported to become an additional obligation on the Council as part of the new Regulations.

3.8 WRAPS recommendations were of course designed to ensure that the Council complies with what was the then thoughts as to what was likely to be included in the standardised collection regime proposed by the Government.

3.9 Based on what we now know and the consultant's observations of the service and experience, following is recommended:

Recommendation 1: Collection Methodology

In the short term, whilst longer term changes are made, it is recommended that the current policy of crews removing unlimited numbers of residual waste sacks cease immediately with residents being restricted to 2 sacks per week.

It is also recommended that the Council moves as soon as possible to change the current sack system to the use of a single wheeled bin. The size of wheeled bin will need to be agreed, however, as a guide a 180 litre or 240 litre is recommended, with the 180-litre wheeled bin restricting waste that can be disposed of and better encouraging residents to separate their waste for recycling.

The frequency of collection, can if the Council wishes, stay at the current weekly collections, however, this will likely mean that rounds will need to be rebalanced with additional resources. A more sensible approach would be to move to an alternate weekly collection system. In either case the use of a 180-litre bin would be the recommendation to ensure residents were encouraged to separate waste out for recycling.

Recommendation 2: Dry Recycling Collections.

It is recommended that, MRF conditions allowing, the current system of collecting co-mingled waste in a clear plastic sack ceases and that the Council moves to a standard 240 litre wheeled bin be implemented. If MRF conditions do not allow, then the use of the Triple Stacking system as recommended in the 2021 WRAP report should be implemented.

This system alongside the current bring-site system for collecting glass, and paper and card, will ensure that the Council is compliant with the current systems indicated in the Governments plans. It is therefore recommended that this system continues to operate as it currently does.

Recommendation 3: Garden Waste Collections.

It is recommended that there is no change to the current garden waste system and its current use of 240 wheeled bins.

It is however, recommended that tighter controls on the number of sacks a property can put out to be introduced to ensure the rounds do not become overloaded and have capacity to complete at peak times.

Recommendation 4: Food Waste Collections.

It is recommended, that the 2021 WRAP Options Appraisal report recommendation to implement a weekly food waste collection be implemented as soon as possible. It is a firm belief that the new regulation will make this a duty of the Council and require it to be in place by 2026.

In making these changes, the service will need to rethink its fleet requirements, to ensure that recommendations 1 to 4 above can be implemented effectively and helping to futureproof the service and ensure that the service is agile, flexible, and efficient and able to deal effectively with any further legislative changes.

Recommendation 5: Task and Finish.

It is recommended, on the grounds of health and safety and operational efficiency that the Council stops the practice of task and finish on its refuse collection and recycling service and requires all staff to report to the depot both at the beginning of and at the end of the working day.

The only exception to this should be by agreement with the service manager based on a judgement of the circumstances.

Recommendation 6: Work Measurement.

It is recommended that when/if the proposed changes highlighted in recommendations 1 to 4 are implemented, that a work measurement exercise be carried out to establish how the changes have affected productivity levels on the service, and using that new data, carry out a new and completely fresh round optimisation exercise.

This will ensure that the any new or proposed rounds are at peak efficiency but will also present the opportunity to model a few other operational scenarios such as different shift patens, a 4-day working week or moving the service to a two, three or four weekly collection frequency.

Recommendation 7: Bin Deliveries.

It is recommended that when / if a containerised system such as wheeled bins and / or box type system is implemented, that the Council look to make a charge for the delivery of bins lost or stolen and for bins only to be delivered free of charge if it can be established that the bin has been damaged during the collection process.

It is true to say that many bins are stolen because they are left on the street and not returned to the property. Making a realistic charge for the delivery of bins is not an uncommon practice and encourages those residents who are in the habit of not returning their bins to their property following collections to do so or pay the delivery charge when it goes missing.

Recommendation 8: TEEP Assessment.

The Council should have carried out a TEEP Assessment in 2015 but has not, therefore the Council is not in a position to claim that the current collection service is the correct one for the authority or if it meets with the current legislative requirements. Therefore, the following recommendation is made.

It is recommended that A TEEP Assessment be carried out to establish if the way the service currently operates meets the technically, environmentally, economic, and practical criteria which would justify the collection method in place in Sevenoaks.

4.0 Structure of the Report

4.1 This report begins with an outline of the current services to be included in the review with the main attributes of each service to be considered. Section 10 will outline the options for each service element which SDC might consider when planning the future direction of the service in detail and to evaluate which option would best meet its objectives. The report concludes with a summary and set of options for Sevenoaks to consider.

5.0 Current Services

Residual Waste Collection Services

5.1 Currently, residual waste in Sevenoaks is collected weekly, based on a 37-hour, five day working week (Monday to Friday). Crews work Monday to Thursday 07.00 to 15.00 and Friday 07.00 to 14.30 and collect from 52,507 domestic properties using standard 90 litre sacks. Black sacks for residual waste and clear for co-mingled excluding glass, paper and card for recycling. There are a small number of flats that are collected using 1100 litre communal bins.

5.2 It should be noted at this early stage that during the site visits around the area, it was observed that there are many residents who have purchased wheeled bins themselves, to place their plastic sacks into. It is also noted that as well as the full and sometimes overflowing bins, many of these also put out additional sacks on top.

Fig 1 Photos of wheeled bins, boxes, and sacks on streets:

5.3 Residents are requested to place their waste out for collection before 7.00 am on the day of collection, with sacks presented at the curtilage or boundary of the property for collection. Residents are delivered a roll of 20 black sacks every 20 weeks, however, despite this perceived single bag per week limit, crews are required to remove all waste placed out for collection, in many cases in whatever container the resident places out for collection.

5.4 Across all waste streams in 2021 /22 a total of 27,746.9 tonnes was collected and 2022 /23 a total of 27,542.6 tonnes was collected (0.010 tonnes per week per household (approximately ½ tonne per annum), and some 223 tonnes less than the previous year.

5.5 Table one below shows the round structure provided in the Waste and Recycling Collection Round Review report which we are now aware is a little out of date by approximately 1,000 properties but does give an indication of how the current rounds operate.

5.6 Table 2 shows the monthly tonnage figures for 2021/22 and 2022/23 as reported in Waste Data Flow. Fig 2 plots these tonnages to identify the trend in waste arisings over the whole period.

Table 1 - Residual Waste Collection Round Data:

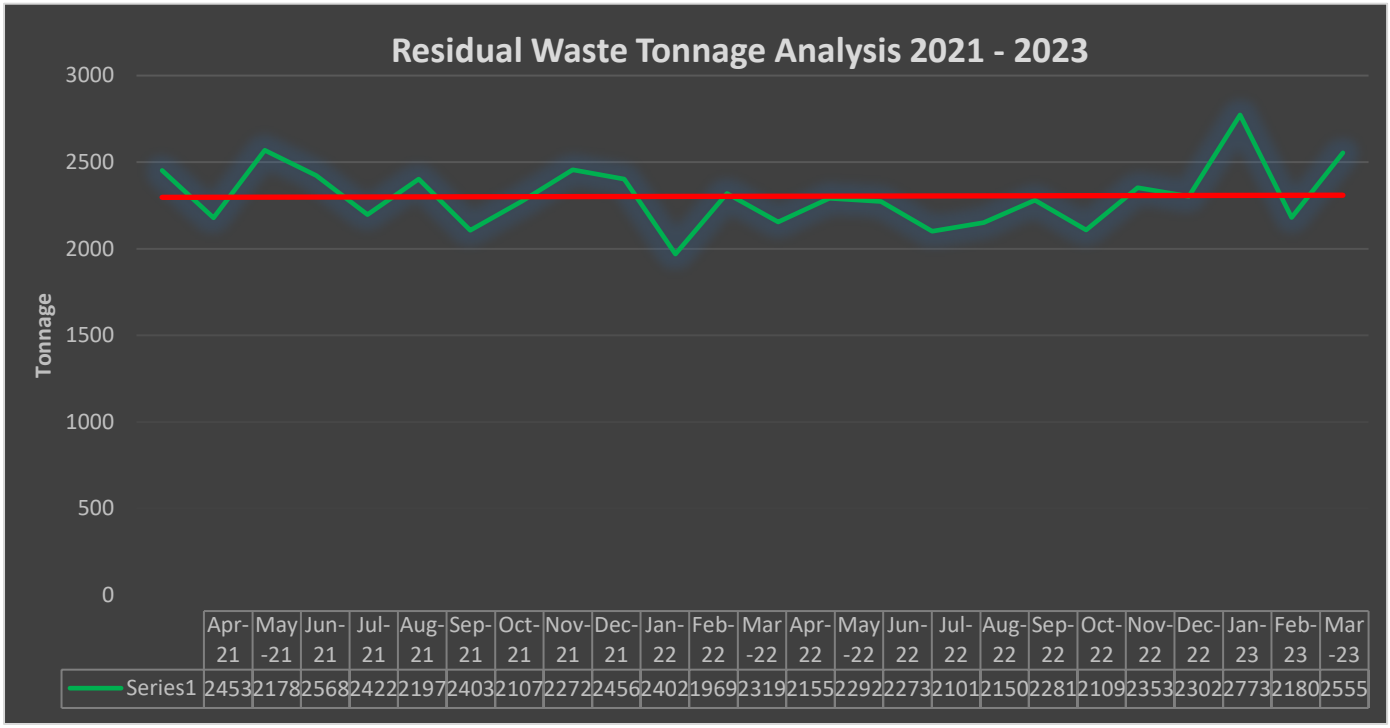
Sevenoaks Residual & Recycling Rounds	Number in crew	Average Properties per crew per day	Average Bins per loader per day	Properties per week
R1	D + 2	819	409	4097
R2	D + 2	851	425	4256
R3	D + 2	845	422	4225
R4	D + 2	850	425	4251
R5	D + 2	839	419	4196
R6	D + 2	827	413	4135
R7	D + 2	871	436	4354
R8	D + 2	689	344	3443
R9	D + 2	694	334	3472
R10	D + 2	307	154	1536
R4 - Mon	D +1	602	301	3009
Paul 1 - 5	D + 2	724	362	3622
Narrow 1 - 5	D +1	304	152	1520
Narrow 6 - 7	D +1	315	158	1573
Narrow 11 - 15	D +1	341	171	1707
Flats 1 - 5	D +1	423	212	2117
Total	**D 16 + 27**			**51,513**

Table 2 - Residual Waste Monthly Tonnages 2021 – 2023:

Month	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Monthly Tonnes	2452.64	2177.70	2568.18	2422.30	2197.32	2403.16	2106.76	2272.34	2456.38	2402.14	1969.34	2318.64

Month	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23
Monthly Tonnes	2154.87	2291.50	2272.97	2101.41	2150.08	2281.14	2109.21	2353.21	2302.37	2772.83	2180.37	2554.60

Fig 2 - Residual Waste Monthly Tonnage Graph 2021 – 2023:



5.7 The trend analysis for residual waste shows that across the whole period the level of waste arising has stayed reasonably level with only a very slight downward trend. A contributing factor to this. This indicates that not all the possible recyclable material available in the waste stream is being placed out for collection. This was observed on the site visits where on numerous occasions it could be clearly seen that recyclable materials were being placed out in residual bags and not being recycled.

5.8 Cost data submitted to Performance Networks in PI 02c indicates that the cost of refuse collection in Sevenoaks, per household, per year, excluding landfill tax, waste disposal and central administration charges as £76.37 per household. Which based on a current property count of 52,507, equates to a total cost of £ 4,009,959.59 per annum, placing the authority in quartile three in both the family group and all service reports.

5.9 Residual waste collected is tipped at the areas WTS, located next the service's depot at Main Road, Sundridge, which is central enough for those vehicles that normally do two loads per day to travel to, whilst those who are on one load can tip off at the end of the working day or tip and go back out to assist other vehicles working in their zone. The site is operated by Kent County Council who also operate the HWRC next door, and we are informed works well with the authority.

5.10 The service is currently formed of 16 rounds, consisting of one driver and either one or two loaders, depending on the vehicle, collecting on a weekly basis. The main rounds, rounds 1 to 10 are currently using 26 tonne 70/30 split refuse vehicles and collect recyclables in the 30% side of the vehicles and residual in the 70% side.

5.11 The service reports that there is a turnaround time of approximately of 20 minutes at the transfer station, however, crews attending the workshop reported that this can

depend on the number of bulk loaders on site when they arrive and have reported waiting times of up to two hours. This could mean that on those occasions' vehicles could be unproductive for anything between one and two hours each time they go to tip.

5.12 It is also reported that there are crews returning to the depot before the end of their working days as early as 13.30 which then gives the driver time to refuel and carry out checks on the vehicle. As the work is zoned, all crews will usually stay out to assist the other crews to complete before returning to the depot, however, it was stated that there are some crews who do go deliberately slow to gain assistance.

5.13 During the site visits, it was observed that crews although very effective, are working in a manner which could be unsafe, for e.g., running between pickups, throwing sacks above head hight, throwing sack in the wagon whilst other operatives are in proximity.

5.14 Fig 3 below shows a crew working at the back of the wagon and shows an example of potentially unsafe working.

Fig 3 Photo of a crew working at the rear of the vehicle:

5.15 It is true to say that there were a number of issues observed, which we were informed crews are told not to do during their H&S training, however, it is important to understand that when unobserved, and in some cases even when Supervisors are present, crews will follow what they feel is the best way to do things and not necessarily what is considered the safest way.

5.16 In terms of innovation, the service has the Webaspx system for route optimisation, which was used to build the current round structure. However, the only person with the license and experience to operate the system has now left the organisation resulting in the system not being updated since the original round restructure exercise, which is the

reason the current round data is out of date with no one to tweak or update the rounds as they develop.

5.17 The vehicles also have a camera system fitted to them; however, we are informed that this system is not a full 360-degree system and does not allow live access to enable back-office staff to immediately access information but has to be downloaded by the Supervisor when information is required, elongating investigation times into incidents such as complaints or accidents.

Curbside Co-mingled Recycling Service

5.18 Using the same vehicles as the residual domestic rounds, this service operates is based on a semi comingled system, utilising a 90-litre clear plastic sacks in single dwellings and 1100 litre communal bins located at flats. As with the residual waste, many of the residents use wheeled bins to store the waste, resulting in the crews having to reach into bins, on most occasions to the full depth of the bin to pick the bags out.

5.19 Data provided by the service shows that the service collected 8014 tonnes in 2021/22. The current recycling rate for materials collected in sacks, excluding glass and cardboard which is collected at bring sites in 2021/22, currently stands at 18.52%.

5.20 PI 03i the net cost of recycling per household figure submitted by the authority was excluded from the final report as part of the exclusion process due to the submission of insufficient data being for the indicator to be calculated. However, the exclusion report indicates that a cost of £17.95 per household had been submitted by the authority, indicating that the net cost of curbside recycling collections would be approximately £942,500.65 per year, based on a property count of 52,507.

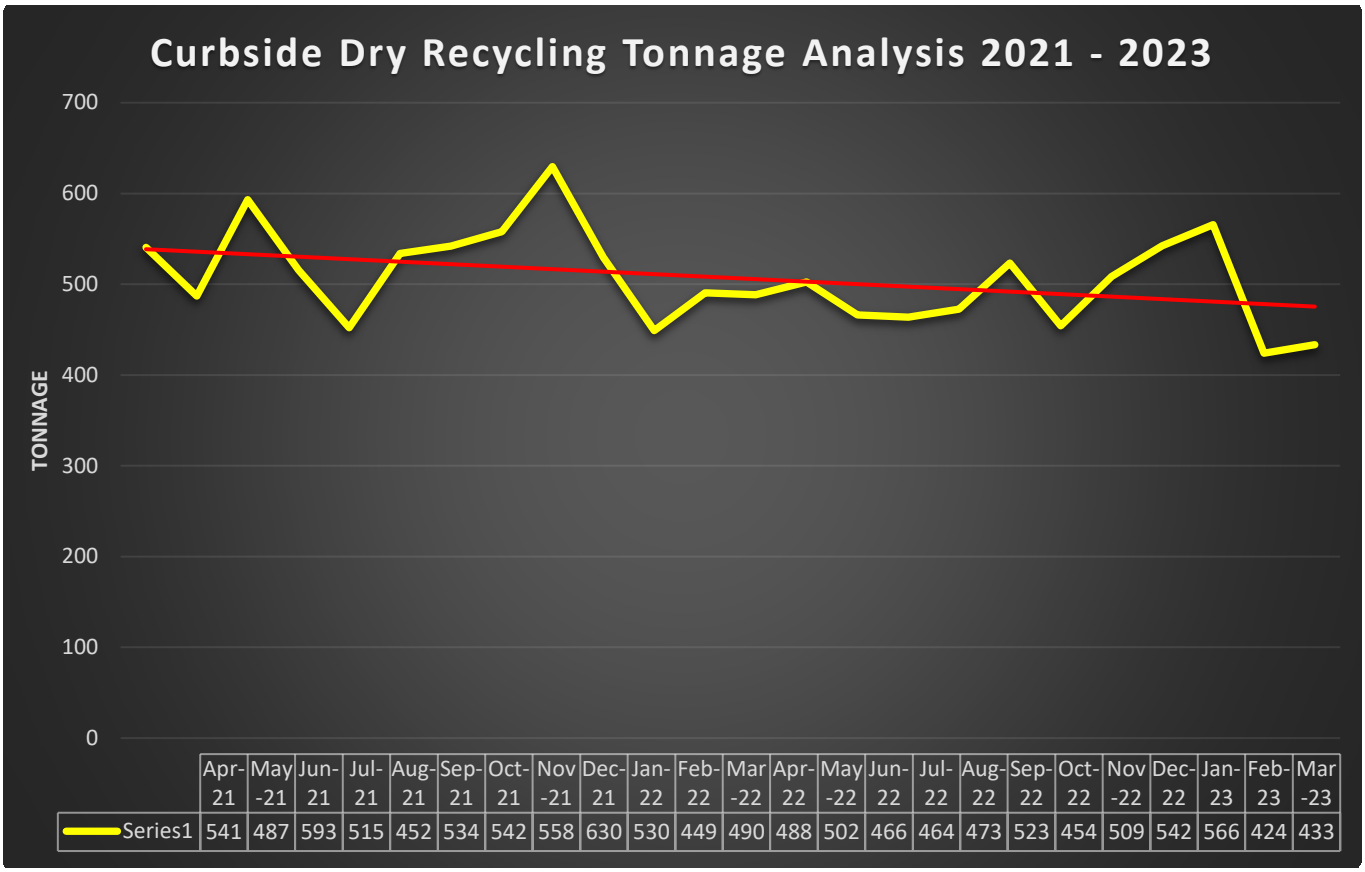
5.21 Table 3 and fig 3 below shows monthly tonnages for the service for 2021/22 and 2022/23 and a graph plotting the trend line for this waste stream.

Table 3 - Curbside Recycling Monthly Tonnage:

Month	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Monthly Tonnes	540.72	487.18	593.24	515.43	452.26	533.76	541.96	557.74	629.60	529.72	449.10	490.48

Month	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23
Monthly Tonnes	488.46	502.48	466.38	463.68	472.62	523.28	454.14	508.57	542.36	565.68	424.06	433.26

Fig 3 - Curbside Dry waste Recycling Monthly Tonnage Graph 2021 – 2023:



	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Series1	541	487	593	515	452	534	542	558	630	530	449	490	488	502	466	464	473	523	454	509	542	566	424	433

5.22 Table 3 and figure 3 above indicates that there is some cause for concern as the collected tonnage trend for the whole two-year period clearly shows a downward trend. This combined with the steady or only very slight downward trend in the levels of residual waste being collected, must be a point of concern for the service as this clearly indicates that something is not happening quite as well as it should.

5.23 With the effects of material light weighting and if the curbside recycling system was working effectively, the trend in residual waste tonnages would be clearly and significantly downwards, as more waste is diverted from the residual waste stream to recycling. The tables above clearly indicate that either residents are not effectively recycling all the materials they can or the way in which the two waste streams are collected are working against each other.

5.24 Figure two below shows a picture taken on the site visit with crews, of waste after it had been placed into the back of the vehicle and clearly shows that recyclable materials is being disposed of through the residual system daily. This situation was observed on every one of the four individual vehicles seen on the site visits.

Fig 4 Collected waste in the hopper of the vehicle following collection:

Curbside Organic Waste Service

5.25 Sevenoaks provides a curbside garden waste collection service which is carried out on a two weekly collection frequency. The service utilises 240 litre wheeled bins provided to each relevant paying property with a bin costing £50 per year, which is renewable either at the Council offices or online. If residents have difficulty moving larger bins or have restricted storage space a smaller 140 litre bin is available for £35 per year.

5.26 The service is provided by 4 x 26 tonne RCV's, however, at peak times, due to the amounts of garden waste being placed out for collection, additional help vehicles are put to assist the rounds to complete. The collected waste delivered to Kent County Councils waste transfer station at Main Road, Sundridge for onward transportation to the processing facility.

5.27 A total of 11,903 properties signed up to receive garden waste bins in 2021/22 with an unknown number of residents opting to use the brown paper garden waste recycling bag system. The use of wheeled bins increased in 2022/23 by an additional 3,148, making the total number of bins used at 15,051, in addition to the currently unknown number using the bag system.

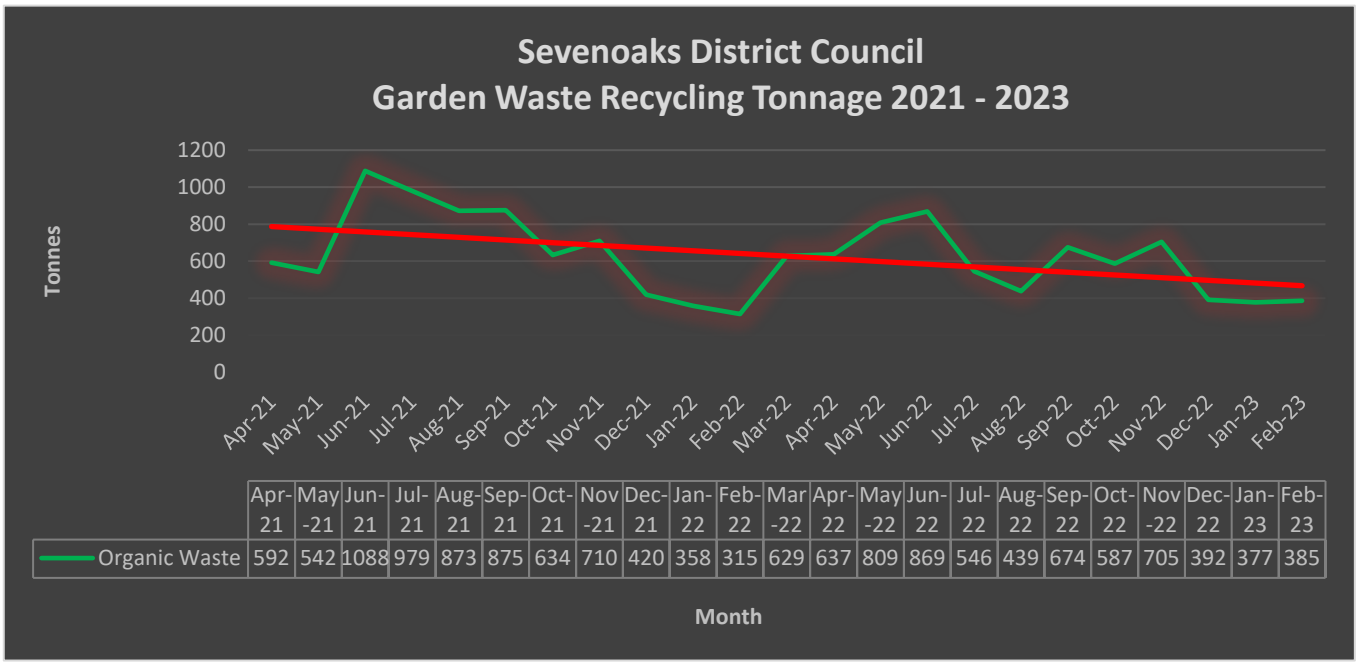
5.28 As a result of this, the service collected 8,014 tonnes of green waste in 2021/22 and 6,790 in 2022/23 some 1,224 tonnes less than the previous year which is reflected in the graph shown in figure 5 below, which shows a significant downward trend through both periods.

5.29 Table 4 and figure 5 below, shows an analysis of tonnage data for the years 2021/22 and 2022/23.

Table 4 - Curbside Green waste Monthly Tonnage:

Month	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Monthly Tonnes	592.26	541.94	1088.08	978.78	872.98	875.16	634.40	710.29	419.58	357.87	314.70	628.86
Month	**Apr 22**	**May 22**	**Jun 22**	**Jul 22**	**Aug 22**	**Sep 22**	**Oct 22**	**Nov 22**	**Dec 22**	**Jan 23**	**Feb 23**	**Mar 23**
Monthly Tonnes	636.62	808.82	868.72	545.63	438.99	674.34	586.52	705.22	391.80	377.07	385.48	TBC

Fig 5 - Curbside Garden Waste Monthly Tonnage Graph 2021 – 2023:



5.30 Looking at table 4 and fig 5 above, the first thing that is obvious is that the service has quite fluctuating levels of waste arising throughout the period showing similar characteristics to other green waste services observed by the consultant, with the seasonal peaks and troughs usual in a service like this. However, the most significant aspect is that the trend in green waste tonnage collected over the period is increasingly moving downwards.

5.31 It is obvious from the figures for 2021/22 that the service was severely impacted by the effects of the lockdown periods throughout the pandemic. With tonnages making a slight recovery in mid-2022, however the overall trend over the whole period remains downwards with no obvious change in the trend since normal operations resumed.

5.32 Because of the nature of garden waste, being bulky and heavy, it does in many authorities, as it does in Sevenoaks, significantly contribute to the overall tonnage recycled by the authority. In Sevenoaks, garden waste tonnage contributes almost 50% of the overall tonnage collected, however, in the last year 2022/23, tonnages do appear

to be significantly reduced, particularly in the high season period May to August 2022 compared to the same period a year earlier in 2021.

Glass and Cardboard Collections (Bring Facilities)

5.33 Glass and paper and card are not collected within the clear sack system, in part due to its bulky and heavy nature but also by collecting these materials separately, they can demand a higher value, if the market is right.

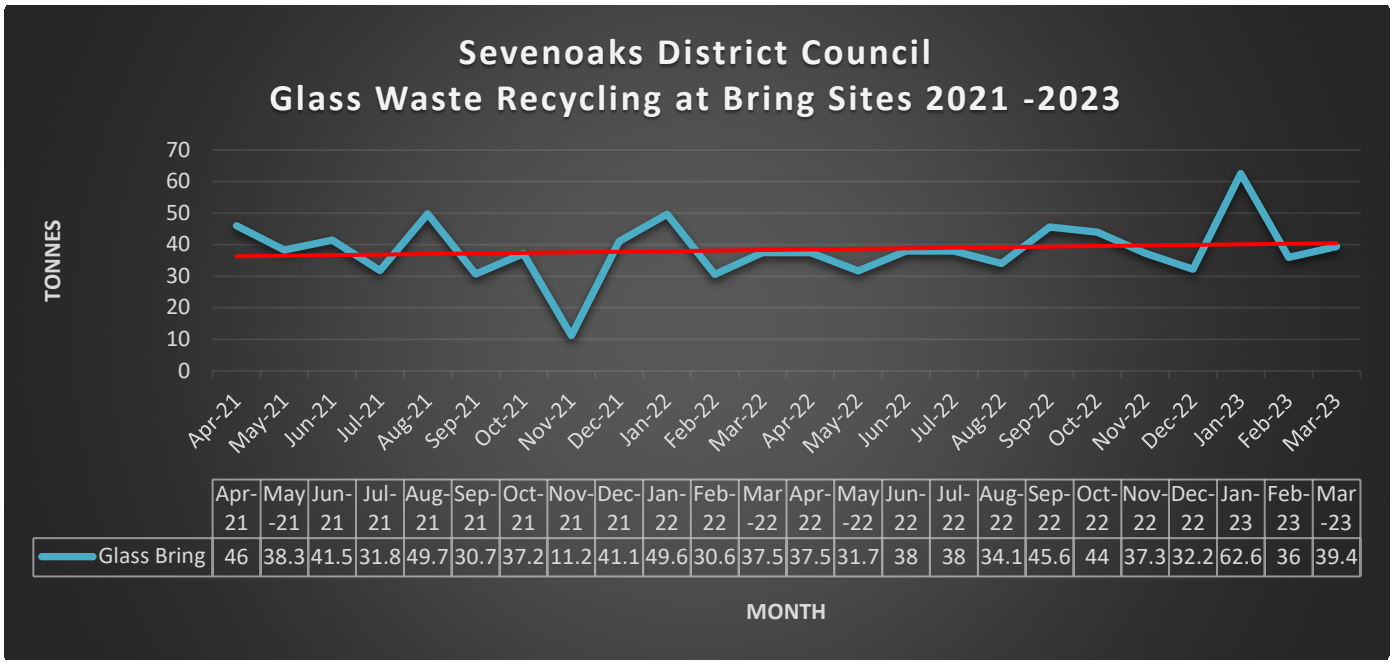
5.34 These materials are collected on traditional bring sites located around the area. There are 45 sites that have glass collection banks on them and 22 paper and card. Table 5 and 6 and figs 6 and 7 shown the tonnage and trend figures for the years 21/22 and 22/23.

Table 5 – Glass Bring Site Monthly Tonnage 2021 – 2023:

Month	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Monthly Tonnes	45.960	38.333	41.490	31.840	49.722	30.660	37.160	11.150	41.082	49.641	30.580	37.460

Month	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23
Monthly Tonnes	37.520	31.740	37.960	37.960	34.080	45.600	43.960	37.297	32.240	62.560	35.960	39.420

Fig 6 – Glass Bring Site Monthly Tonnage Graph 2021 – 2023:



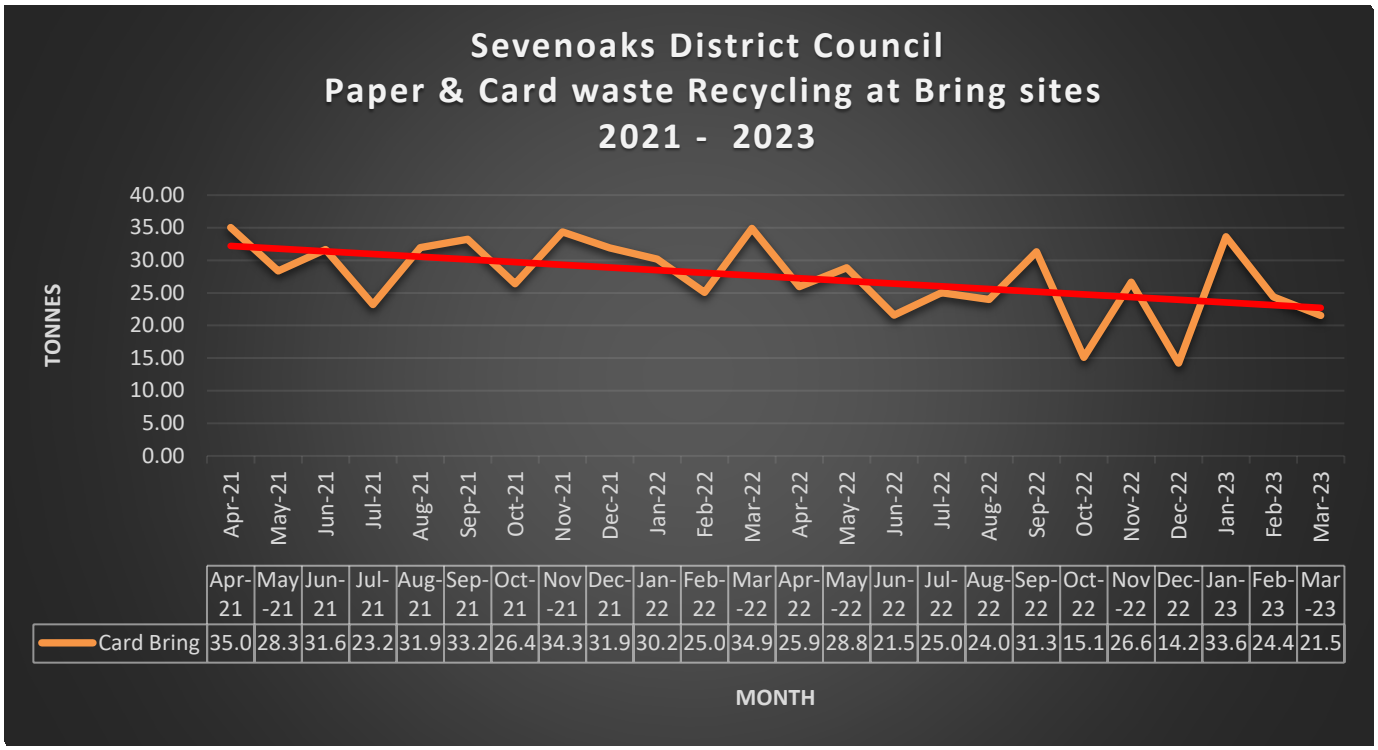
5.35 It is interesting that recycling at bring sites, which historically had waned in Councils because of the introduction of curbside recycling system has to a degree been successful in Sevenoaks. Glass tonnages fluctuate a little but overall, the trend in tonnage is an upward one, in stark contrast to other areas of the service.

5.36 Table 6 and figure 7 below show the tonnages and trend for paper and cardboard which unfortunately has over the period taken a considerable downward trend. This was observed to a degree during the site visits where considerable amounts of cardboard was observed in the residual domestic portion of the collection vehicles, as seen in one of the photos in figure 4.

Table 6 – Paper & Card Bring Site Monthly Tonnage 2021 – 2023:

Month	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Monthly Tonnes	35.04	28.37	31.67	23.22	31.96	33.22	26.41	34.37	31.92	30.20	25.09	34.91
Month	**Apr 22**	**May 22**	**Jun 22**	**Jul 22**	**Aug 22**	**Sep 22**	**Oct 22**	**Nov 22**	**Dec 22**	**Jan 23**	**Feb 23**	**Mar 23**
Monthly Tonnes	25.98	28.87	21.58	25.06	24.01	31.33	15.10	26.66	14.23	33.62	24.41	21.56

Fig 7 – Paper & Card Bring Site Monthly Tonnage Graph 2021 – 2023:



Analysis

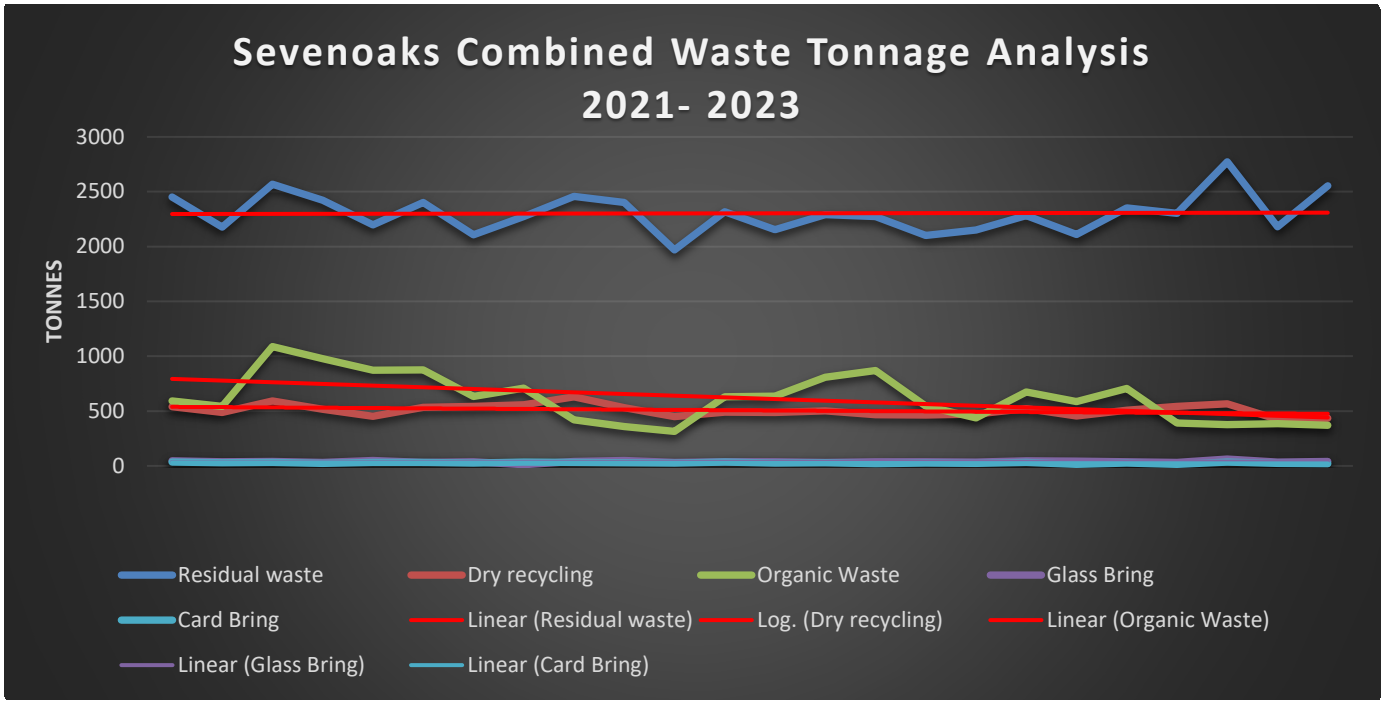
5.37 Fig 1 showing the trend in tonnage of residual waste, shows only a very slight downward trend but in real terms a reasonably steady level of waste across the whole two-year period. In contrast the only material showing any kind of upward trend is the glass which is collected at bring sites. However, even this is only a slight upward trend. All other recyclable materials are showing a protracted and significant downward trend and, in some cases, significant reduction in tonnages over the period.

5.38 This is to some degree confirmed by the league table published annually on the LetsRecycle.com website which is derived from data collected from Waste Data Flow for the period covering the financial year 2020/21 and 2021/22, which gives a league table showing the position in the league table of and total percentage of household waste recycling, composting and reused for 351 English local authorities.

5.39 It shows that between April 2020 and March 2021 Sevenoaks was placed in 234th place out of 338 Local authorities in England with a recycling rate of 36.6%. The same data and league table for the period covering the financial year 2016/17, shows that between April 2021 and March 2022 Sevenoaks improved only very slightly and was placed in 212th place out of 333 Local authorities in England with a 38.8% recycling rate.

5.40 Figure 8 below shows a comparison of all material streams and their individual trend lines. It clearly shows the trend for the green waste recycling rising and the residual waste and dry recycling trends moving downwards with the decrease in dry recycling appearing to be greater than the residual waste.

Fig 8 – Combined Service Tonnage Graph:



5.41 The service is clearly achieving extremely high levels of service delivery by delivering a weekly collection of unrestricted amounts of waste; however, it is failing dramatically to achieve the high levels of recycling required to meet the Council's current obligations and targets.

5.42 The current bring system for glass is the only area of the service where any significant gain is being made. All other areas are either flat lining in trend or showing a decrease in tonnages over the last two years.

Food Waste Collections.

5.43 SDC currently does not currently provide any level of food waste recycling collection. All food waste passes through the current residual system and is placed in black sacks. However, it should be noted that this material stream does pass through a process that produces green energy, as the food waste would have, had it been processed separately.

5.44 Under proposal within the Resources and Waste Strategy for England, it is proposed that every household and appropriate business within an authority's area, be provided with a food waste collection on a weekly basis. As food waste is a household waste, it cannot therefore be charged for, therefore, it must be assumed that this service would need to be provided by the council free of charge for all households with a possible charge to businesses.

5.55 Capturing this waste stream will require the implementation of a dedicated collection service operating on a weekly basis and would require significant investment in additional vehicles and crews to facilitate the collections incurring the additional associated costs.

5.56 This material could be processed through an anaerobic digestion plant if available but could equally be delivered to an in vessel composting facility to be mixed with green waste before processing.

5.57 Fortunately, as a WCA, the cost of processing these materials will be borne by Kent County Council, however, the cost of collections won't.

6.0 VFM – Value for money

6.1 APSE operates the largest public sector benchmarking facility in the UK with over 200 local authority members covering 17 service area including waste. Clients benefit from the mass of performance data contained within the Performance Networks benchmarking database. This is used to provide instant benchmarks to see value for money and where the authority may improve.

6.2 Sevenoaks have been members of APSE as an organisation for some time now, but not a member of Performance Networks (PN). As part of this project, Sevenoaks, joined PN for this service area and has contributed data for the first time this year.

6.3 Table 7 below shows data taken from the recently published 2021/22 Performance Indicator Standings Report for Sevenoaks and gives a snapshot of several key indicators taken from both the family group and whole service reports.

Table 7 - VFM Performance Comparison

Service	Indicator	Description	SDC 2021/22 Figures	APSE 2021/22 Excl CEC Ave in Family Group	APSE 2021/22 Excl CEC Top Quartile in family group	APSE 2021/22 Excl CEC Ave Whole Service	APSE 2021/22 Excl CEC Top Quartile Whole Service	Quartile Achieved
Recycling	PI 03f	Kgs of waste recycled per head of population	158.40	179.99	226.00	183.58	226.28	3
	PI 11	% Households Covered by curbside Recycling Collections	100%	99.97$	100%	99.18%	100%	1
	PI 03e	Tonnes of Domestic Waste Recycled per Household	0.36	0.41	0.51	0.42	0.51	3
	PI 12b	% Household waste collected that is actually composted	17.22%	18.98%	24.24%	18.51%	23.83%	3
	PI 02c	Cost of refuse collection service per household (Excl landfill tax, disposal & CEC)	£76.37	£71.46	£58.11	£75.92	£58.11	3
	PI 02d	Cost of refuse collection per head of population (Excl landfill tax, disposal & CEC)	£33.53	£31.68	£26.53	£32.80	£26.53	3
	PI 22c	Missed domestic residual waste collections (full year) per 100,00 collections	2.37	57.50	10.02	91.49	41.13	1
	PI 22e	Missed separate recycling collections (full year) per 100,00 collections	2.37	52.21	7.88	62.15	32.90	1

Quartile 1 = high performance – Quartile 4 = low performance

6.4 The PI standing report for 2021/22 presents a mixed picture for the service with some areas performing well and other areas not so well.

6.5 Areas where the service did not perform well included:

- The cost of refuse collection per household (PI 02c) and the cost of refuse collection per head of population (PI 02d), shows the service to be in quartile 3 for both indicators, performing poorly in both the family group and whole service.
- Tonnes of domestic waste recycled per household (PI 03e) also achieved Quartile 3 status in both the family group and whole service.
- The percentage of household waste actually composted (PI 12b) also achieving quartile 3 status in both the family group and whole service.

6.6 Areas where the service performed well included:

- The percentage of households covered by curbside recycling collections (PI 11) which achieved top quartile performance.

- Missed domestic residual waste collections (full year) per 100,000 (PI 22c), achieving quartile 1 performance in both the family group and whole service.
- Missed separate recycling collections (full year) per 100,000 (PI 22e) also achieving quartile 1 performance in both the family group and whole service.

6.7 The full PI standing report can be seen in Appendix 1

7.0 Task and Finish

7.1 Traditionally in the UK, task and finish is the term for a way of being paid by completing a task rather than by hour. For example, a refuse collection team are contracted to work 5 days a week, 7.5 hours/day. Each day's collection route, made up of a balanced number of properties, is known to represent 7.5 hours work on average. If on any day they work extra fast and finish their route after 6 hours, then they can finish for the day, go home, and will still be paid for 7.5 hours.

7.2 This is the system used by several Council's including Sevenoaks. However, there are some issues with Task and Finish, with in many cases unions and Council's expressing concerns about the use of task and finish because by its very nature it encourages staff to take short cuts and potentially work in an unsafe manner.

7.3 There are several variations to task and finish, with Sevenoaks utilising a reasonably standard system used across many Councils. What is considered a standard task and finish system is where crews work on a single unit task and finish with teams who complete early, returning to the depot and going home.

7.4 These teams can and often do leave their fellow team members to fend for themselves regardless of what has happened on the service during the day, with many teams reportedly returning to the depot early.

7.5 Task and finish can without doubt be divisive, it encourages teams to operate in a way that is unsafe with staff running whilst pulling bins, collecting roads that should be collected single sided because of their high levels of traffic, double sided and not using reversing assistants when vehicles are moving backwards. All which was observed during the site visits with the supervisor.

7.6 Another issue which causes confusion is allowing team members to be picked up on the round and dropped off on the round, rather than having to come into the depot at the start and finish of the day. This alone can cause difficulty in staffing rounds if say for example a team member who is normally picked up on the round does not appear for their shift, leaving a crew shorthanded until a replacement can be taken out by one of the supervisors.

8.0 TEEP Assessment

Waste (England and Wales) (Amendment) Regulations 2012:

8.1 The Waste (England and Wales) (Amendment) Regulations 2012 came into force on the 1st of October 2012 and applies across all areas of the waste and resource management sector. It also impacts on the whole of the supply chain. This includes all waste collected by local authorities (household waste, bulky waste, commercial and industrial waste and street cleaning waste) regardless of the collection methodology.

8.2 Regulation 12 specifically places a duty on authorities to ensure that they apply the waste hierarchy to their services, where reasonable, when designing and implementing waste management systems.

8.3 When applying this, attention should be given to achieving the best environmental outcome. However, the directive does recognise that for some waste streams there may be a need to deviate from the priority order of the hierarchy, as long as this can be justified, in order to ensure this is achieved.

8.4 The regulations also make specific reference to the separate collection of waste and amended the Waste (England and Wales) Regulations 2011 by changing regulation 13. The changes to Regulation 13 mean that from 1st of January 2015, waste collection authorities must collect the following materials separately (paper, metal, plastic and glass).

8.5 A significant part of this duty is that from that date, all waste collection and unitary authorities should when making arrangements for the collection of such waste, ensure that those arrangements are by way of separate collections.

8.6 The duty applies to waste classified as waste from households as well as waste that classified as commercial or industrial waste.

8.7 All waste collection authorities were required to have evaluated their individual compliance before the 1st of January 2015 deadline. This is known as a TEEP Assessment. The Waste and Resources Action program (WRAP) have developed a Route Map, which is decision support tool that provides a clear, step by step process for local authorities to follow to help them decide whether they are compliant or need to consider making changes to their service.

8.8 The consultant has been informed that Sevenoaks has never carried out TEEP assessment on its current service.

8.9 It is recommended that A TEEP Assessment be carried out as a priority. This will establish if the way the service currently operates in in fact the most technically, environmentally, economic, and practical method of collecting waste in Sevenoaks. This will also perhaps give a steer on what may need to be done with the service, should the changes to

potential collection methodologies, be imposed on local authorities, as they currently appear in the Environmental Improvement Plan 2023.

9.0 Risks

Removal of Recycling Credits by Kent County Council

9.1 Recycling credits are paid by KCC to third parties that collect items from the municipal waste stream and reuse or recycle them. Under the system, which was amended by the Government in 2006 to reflect the introduction of other legislative drivers to boost recycling and reuse, Waste Disposal Authorities (WDAs) like Kent County Council could if they choose, pay credits to Waste Collection Authorities (WCAs) like Sevenoaks, when they divert waste from landfill for recycling or reuse.

9.2 Credits can also be paid by Sevenoaks to third party partners to encourage them to recycle more. The value of the recycling credit is worked out as equivalent to the average per tonne cost of the WDAs most expensive form of waste disposal, taking account of inflation. The 2006 changes also gave councils the option to introduce alternative arrangements to just using the statutory recycling credits system, and several councils have chosen to do this.

9.3 One recently developing area of concern is the number of WDAs now informing WCAs that they are ceasing to pay recycling credits which in some cases has prompted Councils to consider charging for their green waste collections to cover the potential loss of recycling credit income and also to consider its effect on recycling budgets as recycling credits can in some material markets mean the difference between the Council having to pay to recycle some materials or just covering their cost.

9.4 Although there have been no indications at this time that Kent County Council are intending to do this, we are informed that it is under review, it would therefore be prudent to be aware that in the current financial situation this is not impossible and for the Council to consider now how it would deal with such an event.

Legislative Changes

The Governments 25-year Environment Plan

9.5 Launched the then Prime Minister Teresa May in January 2018, the 25-year Environment Plan was developed with the aim of minimise waste, reuse materials as much as possible and manage materials at the end of their life to minimise the impact on the environment. The plan aimed to do this by:

- Working towards the ambition of zero avoidable waste by 2050.
- Working to a target of eliminating avoidable plastic waste by the end of 2024.
- Meeting all existing waste targets – including those for landfill, reuse and recycling and developing new future targets and milestones.

- Seeking to eliminate waste crime and illegal waste sites, delivering a substantial reduction in litter and littering behaviour.
- Significantly reducing and where possible preventing all kinds of marine pollution, in particular material that came originally from land.

Resources and Waste Strategy for England

9.6 The Resource and Waste Strategy for England is still in its consultation phase and so far, nothing proposed has been confirmed as policy. It has been specifically designed to support the 25-year Environmental Plan, however, if it is delivered as proposed, it will have significant operational and potentially financial implications for many local authorities.

9.7 Recycling rates have risen from 11% in 2001 to 45.2% in 2017, however since 2017 rates stagnated around 44 - 45%. Some recycling rates have improved but some have seen falls in recycling and quality of materials collected and some local authorities are still not collecting food waste.

9.8 Landfill Tax is still a real driver to increase recycling rates, however with plastics now being high on public agenda, mainly through the blue planet effect, with different types causing confusion and the 2018 Chinese ban on post-consumer contaminated plastics creating an ever-growing problem for the UK waste management industry causing.

9.9 Contamination in domestic recycling schemes is still a massive problem with ever growing demands to improve collected materials quality, increase demand amongst UK firms and meeting higher quality demands for export. In all there is a general feeling that there needs to be greater consistency in materials collected and how it is collected.

9.10 The Resource and waste Strategy for England has two objectives:

- To maximise the value of resource use; and
- To minimise waste and its impact on the environment.

9.11 To achieve this the Government has proposed several areas for consultation including.

- A consultation on a tax on plastic packaging containing <30% recycled content.
- A consultation on increasing the plastic carrier bag charge to 10p and extending it to small shops.
- A consultation on banning the most problematic plastic products (e.g., straws, cotton buds, stirrers).
- Extended Producer Responsibility.
- The implementation of Deposit Return Schemes (DRS).

9.12 Subject to consultation, legislation to:

- Specify a 'core set' of materials that local authorities will be required to collect.
- Determine which collection systems drive quality.

- Introduce non-binding performance indicators for local authorities; and
- Introduce minimum service standards to improve the quantity and quality of what is recycled.

9.13 With respect to the collection of food waste, the strategy proposes that every household and appropriate business has a weekly, separate collection of food waste from 2023 (subject to consultation).

9.14 With many local authorities now charging for garden waste collections the proposal for every household to receive free garden waste collections (subject to consultation) will obviously have financial implication.

9.15 Also included in the proposal are:

- Timings for changes
- Funding for changes
- Implications for Councils

9.16 The UK Government published four consultation papers on the key policy proposals in the Resources & Waste Strategy. These were open for consultation until 13th May 2019.

9.17 The core set of materials proposed by the strategy includes:

Material	Current Target	Proposed Target
Paper & Card	82%	85%
Glass	70%	75%
Aluminium	55%	60%
Steel	75%	80%
Plastic	50%	55%
Wood	30%	30%

9.18 Potentially, there are wide implications for a range of stakeholders and not just the waste collection authority. The management of packaging waste currently costs local authorities in the region of £820m per year, which could rise significantly because of amending collection systems to meet the quality demands proposed in the strategy.

9.19 It is proposed in the strategy that local authorities will be paid by producers for collecting and managing packaging that arises in household waste with local authorities having to collect all recyclable packaging that is identified for collection through the household collection services. In addition, collection services will have to meet with any minimum collection standards required in each nation which is intended to lead to more consistent service provision across the country.

9.20 It is assumed that these changes will give waste companies the confidence to invest in collection services and recycling infrastructure. Pre-processors and manufacturers can

expect to have greater confidence in the supply of materials, resulting from the adoption of more consistent approaches to collecting recyclable materials and consumers will have clarity on what packaging items can be recycled and those that can't be recycled.

9.21 For items that can be recycled, the strategy aims to ensure that consumers will be able to recycle them wherever they live. Combined with more consistent collection services, this will reduce confusion and contribute to more packaging being recycled, less contamination and hence better-quality materials.

Incineration Tax

9.22 If measures to drive up the quality of materials and recycling rates contained in the Resource and Waste Strategy for England fails, the UK Government will consider introducing a tax on incinerated waste. The strategy says that incineration is expected to continue to play a "significant" role in ensuring that rubbish is not sent to landfill with 41% of municipal waste currently being burnt and (EfW) plants in England contributing about 3.4 per cent of the nation's total renewable electricity supplies.

9.23 However, if the measures included in the strategy fail to increase the quality and quantity of recyclable waste, a tax on that waste sent to energy from waste will be considered as a tactic to increase separation of recyclables.

The Environmental Improvement Plan 2023

9.24 The Environment Improvement Plan 2023 is the first 5-year review of the Governments 25 year Environmental Planned reinforces the intent of the plan which sets out the framework for improving our environment in the future.

9.25 The 25-year plan sets out 10 goals which are listed below. The goal with the potential to affect this service is goal 5 maximising our resources and minimising our waste.

The 10 environmental goals are:

- Goal 1: Thriving plants and wildlife.
- Gaol 2: Clean air
- Goal 3: Clean and plentiful water
- Goal 4: Managing exposure to chemicals and pesticides.
- Goal 5: Maximise our resources, minimise our waste.
- Goal 6: Using resources from nature sustainably.
- Goal 7: Mitigating and adapting climate change.
- Goal 8: Reduced risk of harm from the environment
- Goal 9: Enhancing biosecurity.
- Goal 10: Enhanced beauty, heritage, and engagement with the natural environment

9.26 The gaol aims to improve our overall environment by increasing recycling, improving air quality, dealing with our waste better, reducing the amounts of waste we produce and to improve the current producer responsibility legislation.

9.27 The plan sets out how the Government intends to achieve this which is listed below:

- To work with business to implement packaging extended producer responsibility from 2024 so that polluters pay to recycle packaging.
- To introduce a deposit return scheme for plastic and metal drinks containers from October 2025s to drive higher recycling rates.
- To implement consistent recycling between different councils, to boost recycling rates.
- To ban the supply of single use plastics like plates and cutlery from October 2023. Also, to explore options for further, including with stakeholders, for the potential for technical innovation in the production of coffee cups, and behavioural science in how they are used.

9.28 In addition to the cost of implementing some of the possible service changes, some of the requirements, such as the implementation of a 'Deposit Return Scheme' (DRS) have the potential to reduce the tonnage available to be collected on the curbside by the council, potentially making it impossible to reach recycling targets set by the Government.

9.29 It is believed from the DRS scheme could operate something like the current bring system on supermarket car parks with the possibility of there being an incentive to recycle such as vouchers for money off etc. This could encourage people to take their recycling to the DRS points to gain whatever financial or reward for recycling is in place rather than having the council collect it. There is some debate as to how this will work, who provides the incentive and who gets the value of the materials and recycling credits if available.

9.30 The Government were intending to make an announcement in January 2023 in respect of what would be expected of local authorities in terms of collection and recycling changes, however, this has been delayed indefinitely with no further announcements.

10.0 Operational Options for Consideration

4 Day Working Week (Tuesday to Friday)

10.1 There are Councils that have very successfully implemented working across a 4-day week, Tuesday to Friday (9.25 hours per day). This has obvious benefits in removing the overtime burden on the service for the 7 bank holidays planned each year (normally 8

per year) and allows a day free when vehicle maintenance and repairs could be carried out without interruption.

10.2 This system could easily be used alongside any of the other proposals for e.g., working a 4-day shift cycle or 3 and 4 weekly collection frequencies. However, this will require very accurate round configuration, strict management, and regular monitoring.

10.3 There would be a need for consultation and discussions with the staff and potentially trade unions around the increased working hours per day and the possible issues around health and safety. Therefore, there would need to be some negotiation and explanation around how the service would be operated and the benefits to both staff and the operation working 4 longer days.

10.4 There may also be other considerations identified through the Council's HR section regarding any locally agreed terms and conditions that may be in place.

10.5 The main saving from this exercise is the current cost of paying the team's overtime to work the 7 bank holidays (excluding Good Friday). Table 14 below shows the estimated saving the authority could make based on paying time and a half. Based on pay rates for drivers and loaders provided by the authority, the potential saving in overtime payments to the authority is estimated to be circa £18,933. The calculations are shown below. Any additional bank holidays would produce an additional £2,704.79 savings based on these figures.

Table 14 – Estimated revenue saving from moving to a 4-day working week:

	Unit	Unit Day Rate	Unit Rate per Year	No Bank Holidays	Total Est Saving
Driver	22	£55.43	£1,219.35	7	£8,535.45
Loader	32	£46.42	£1485.44	7	£10,398.08
Total Saving					**£18,933.53**

Introduction of a 5 Day Shift Cycle for Residual Rounds

10.6 A sustainable option to be considered is the introduction a 5-day shift system.

10.7 In making the most productive use of resources and labour, authorities across the country have seen the need to review shift patterns as an operating option.

10.8 Already, shift systems are in operation in many areas of the country including the capital e.g., in the City of Westminster as well as the Corporation of London. Both authorities collect a large proportion of waste produced by residents in the evening and through the night, enabling the Councils to "double shift" their vehicles reducing the cost of vehicle provision whilst maximising the use of the resource.

10.9 The collection of waste in the evening and the night in the capital has proved to be a sustainable method of collecting waste due to reduced traffic and pedestrian levels which has improved productivity of the waste collection service.

10.10 However, it is recognised that a night shift system in Sevenoaks may not be the preferred choice due to the rural nature of parts of the district; however, SDC could introduce a shift system over a 5-day period with waste being collected on either a morning or an afternoon / evening collection shift cycle.

10.11 Based on a 5-day 37-hour shift system, this could be deployed as follows:

- Shift one could start at 5.00am and finish at 12.30pm four days of the week and finish at 12.00pm on the fifth working day.
- Shift two could start at 1pm and would finish at 8.30pm four days of the week and would finish at 8.00pm on the fifth working day.

10.12 The advantages to be gained from this change in service provision is the potential savings in resources in terms double shifting the collection vehicles. Currently, SDC's waste collection service operates from 07.00 and finishes at 1500 Monday to Thursday and 07.00 to 14.30 on Fridays, working on a five day a week basis (37 hours). Indicating that the current fleet is potentially parked up for approximately 8 hours per vehicle per day or 40 hours per vehicle every week (Potential operational hours).

10.13 This suggests that at this time and based on a possible 15-hour day working window (5am to 8pm) for double shifting the teams, that the current vehicle resource is parked up for just under 50% of the time potentially available for work.

10.14 By switching to shift working, full utilisation of front-line vehicles and equipment will be achieved, and the Authority could consider downsizing their front-line fleet of residual collection vehicles by a little over half, allowing for the fact that spare vehicles will still be required.

10.15 In addition, this would offer longer term financial benefits in the reduction in fleet costs e.g., vehicle purchase and depreciation of fleet assets. However, the downside to this would be an increased maintenance costs in using the single fleet of vehicles, working two shifts a day as opposed to one.

10.16 Therefore, in considering this option the authority must consider the associated additional service and MOT scheduling and vehicle maintenance cost. A more detailed fleet analysis may be required to identify the right options for the authority in terms of vehicle types and costings.

10.17 This option would require very little infrastructure change and would fit in with the potential re-running of the route optimisation exercise where this scenario could be modelled before any firm decision was made.

10.18 However, in addition to modelling this scenario before considering its implementation there are several other considerations that would need to be taken into account and are identified below.

Operational issues to be considered.

10.19 Prior to the implementation of a waste collection shift system, a campaign would need to be rolled out to all residents across the SDC area advising them of the proposed changes to their waste collection services e.g., the proposed shift/working patterns, changes in timings to place bins out for collection etc.

10.20 New risk assessments and route risk assessments will need to be completed in lieu of the changes, particularly regarding early morning and evening working during Autumn/Winter periods and of course inclement weather.

10.21 New residual waste collection routes will need to be planned and produced prior to any service change being mobilised. Vehicle access must be considered during the out of hours where vehicle parking might be encountered determining the route and time of service in certain areas.

10.22 As the difficult to access properties would not be included in the shift system this would not apply to them.

Logistics/transport of waste to transfer/treatment facilities out of normal hours

10.23 Prior to the implementation of any shift working arrangements, The Authority must ascertain whether the current disposal facilities used by the service would be available to them including ensuring that the sites have the relevant operating licenses which covers the planned working times of the shift system to both accept and process waste and what if any additional costs would be.

Shift Supervision

10.24 Staff supervision would also need to be restructured and supervisory staff rotated e.g., working on a shift rotation for example, week one - day shift and week two - evening shift.

10.25 This would provide the supervisors with an all-round knowledge of all shift patterns and would help them to deal with operational problems which may arise.

Innovation and sustainability

10.26 The changes to the residual waste service through a shift pattern system can be further harnessed through the introduction of hybrid waste collection vehicles, which would demonstrate SDC's commitment to innovation and sustainability.

10.27 Hybrid waste collection vehicles would be of most benefit when collecting waste in the early morning and evening periods, helping to reduce noise pollution as well as reducing carbon emissions. The Corporation of London have already invested in hybrid waste collection vehicles which collect waste in central London both in the evening and through the night.

Underground Waste Systems

10.28 APSE has carried out extensive research into the potential of using underground waste system both in urban and rural settings and both types of location can utilise this growing innovation.

10.29 Underground waste systems are widely used across Europe, however, there are an increasing number of local authorities in the UK looking at and installing this type of system.

10.30 Underground units can assist in overcoming some of the difficulties associated with above ground bins by increasing storage capacity in a single container out of sight below ground. There are several different systems available, being used in areas where there are flats or areas of high-density housing as well as rural location such as small hamlets and villages.

10.31 There are several types of system available, some comprising of a pre-cast concrete bunker set in the ground, a bin-liner which can be made of metal or HDPE (high-density polyethylene) which holds the waste and is located within the bunker. A surface access point which invariably looks like a normal on street litter type litter bin, which is located on a platform designed to blend in with the paved surroundings.

10.32 Access to the system can either be open access, in that there is no restriction on who is able to use the system or restricted access, where access is restricted to a number of residents by the use of a swipe card or RIDF fob. In either case this type of system can offer several advantages such as:

- Reducing the visual impact of existing wheeled bins or common place above ground bin storage compounds.
- Potentially reducing collection costs due to the reduction in collection time because of the efficiencies of a smaller number of large waste containers opposed to a large number of smaller bins spread over a wide area.
- A reduction in operational costs is because of the system potentially only requiring a single operative to make the collections, opposed to the normal 3 or more operatives required for the collection of what would be considered normal collection systems. However, health and safety must be considered at the design stage of the development and should consider the use of single operatives to allow for this saving to be made.

The introduction of recycling incentive schemes

10.33 Since the introduction of the Climate Change Act in 2008, the former labour government (pre-2010) looked to encourage Council's to enforce residents to reduce the amount of waste they produced. This, however, did not encourage or incentivise people to recycle and therefore in 2009, UK local authorities reviewed more sustainable options which encouraged residents to recycle their waste.

10.34 Once the coalition government came into power in 2010, there perspective on recycling changed from that of the former labour government e.g., they wanted to incentivise people to recycle and encouraged more UK local authorities rolled out incentive schemes to increase recycling.

10.35 SDC does not have any form of incentive scheme in place at this time but as part of any future waste education and communications plan should consider how they could encourage greater participation in their recycling schemes.

10.36 The Case studies below gives an example of how an Incentive Schemes (Recycle bank / Green redeem) can encourage improved recycling participation.

Case Study: The Royal Borough of Windsor and Maidenhead

10.37 In June 2009, The Royal Borough of Windsor and Maidenhead rolled out a recycling incentive scheme in conjunction with its green waste collection scheme to two - hundred of its residents across the borough.

10.38 The incentive scheme chosen by Council was an American system called Recycle bank which works by means of a radio frequency identification device (RFID) tag being fitted to resident's blue coloured 240 litre wheeled bins for the deposit of their commingled dry mixed recyclables.

10.39 The Authority provided residents with the blue coloured 240 litre wheeled bin complete with RFID tag for the placement of their commingled dry mixed recyclables.

10.40 The weight of dry mixed recyclables collected per household is recorded through the RFID device and dependent on how much dry mixed recyclables a resident had recycled by weight, they could then redeem points towards buying household items from shops and outlets through coupons awarded to residents by the Royal Borough of Windsor and Maidenhead Council. The Council encourages residents to participate by using a 'carrot and stick' approach in that there is an 'upper limit' that residents can aim for to redeem the maximum number of points and vouchers for recycling the largest proportion of their domestic waste each month.

10.41 The commingled dry recyclables which can be placed inside the blue coloured 240 litre wheeled bin are paper, cardboard, glass, plastic e.g., HDPE, PET and TETRAPAK as well as aluminium and steel cans. If each household recycles as much of their domestic waste as possible, they will be eligible to earn up to one hundred and thirty - five pounds a year in vouchers and discounts from retail outlets.

10.42 The scheme has been introduced alongside the green waste collection scheme which combined can earn households up to a total of one hundred and seventy - five pounds in points each year. One hundred and thirty – five pounds for the commingled dry mixed recyclable and forty pounds for the recycling of their green waste.

10.43 Following the introduction of the Recycle bank scheme the Council saw a corresponding a first-year increase in the boroughs recycling rate of 4.5%.

10.44 In response to the success of the dry recycling incentive scheme, the borough has since introduced a food waste collection service also using the Recycle bank scheme to incentivise households to recycle their food waste. Households are able to receive up to twenty-five points per month for segregating their food waste to be recycled.

Communications

10.45 The importance of education and communication to encourage participation in any scheme cannot be underestimated. The Council does have service information on the Council's website, albeit not very inspiring, however the Council also has quite an active and interesting looking Facebook page for recycling. The authority also makes use of Twitter, however looking at the feed, there is not a great deal of information on them about the recycling service.

10.46 There is a link on the Councils website direct to the award winning, Waste Partnership, Recycle for Cambridge and Peterborough (RECAP) website, which is very much based on the WRAP and Recycle Now theme, very colourful and engaging with links to educational and waste minimisation information.

10.47 It is true to say that for any type of recycling scheme to work, households need to be clear about what they can and cannot recycle, as well as why they should do it in the first instance. This can take many forms from operating a telephone hotline service, having a dedicated web page for information, delivering leaflets or newsletters, doing face-to-face education about the service, or liaising with local schools.

10.48 Content on the Councils website is controlled by the Councils policies which restricts the use of pictures etc, making it very difficult for the staff on the service to make the information contained on it engaging. The information on the website is presented in quite a bland way with little or no colour, Recycle Now iconology or pictures. If a similar approach to that taken on the RECAP site was adopted, using Recycle Now type iconology, this would make the site more aesthetically appealing and perhaps make people linger and read the information.

10.49 Other methods of communication include advertising on the sides of vehicles and on litter bins. Every letter or communication that goes out from the Council, regardless of its nature and origin should bare information about recycling in some form or another so that the constant drip message is maintained.

11.0 Consultants Direct Observations

11.1 As part of their ongoing service development programme, Sevenoaks have completed a full round reconfiguration exercise of its refuse and recycling service using the Webaspx route optimisation software. The review was informed that the project was not necessarily designed to reduce costs but rather to improve round efficiency. Neither was it designed to reduce the number of rounds on the service but was based more on vehicle efficiency by reducing fuel usage, emissions and distance travelled. It is suggested that all these things can help to reduce cost.

11.2 The service operates a task and finish system, along with the vehicles being fitted with trackers, which is an attempt to ensure that some level of monitoring of the service can be carried out and that drivers are compliant with their driver obligations. There are issues with task and finish, by the very nature of it, it is inherently difficult operationally to get crews to co-operate with each other and has proven to encourage unsafe working practices, with many Councils removing it in favour of standardised hours.

11.3 The round data supplied by the Council as shown in the Refuse and Recycling Collections Round Review report, states that there are 51,513 domestic properties in Sevenoaks. These at first glance, appear to be reasonably balanced rounds in terms of numbers of properties collected, however, there is some discrepancy in the data with the Councils GIS team stating that there are 52,507 domestic properties in Sevenoaks, a little under 1,000 more. This could be explained as new builds coming online; however, these should have already been built in through the route optimisation exercise.

11.4 The current round data, based on the experience of the consultant, suggests that individual team productivity is quite low in terms of the number of properties collected per round each day. There is no doubt that this is because of the current policy directing crews to remove all waste placed out for collection, rather than limiting residents to a single black sack or a smaller number of sacks. Even when compared to authorities using wheeled bins for example, property numbers per round still appear low.

11.5 The current collection methodology, collecting sacks on a weekly basis, on a task and finish regime, is a cause for serious concern around health and safety, with crews encouraged to run, cut corners, and carryout unsafe working practices, which were observed during the site visits, resulting in high levels of sickness and muscular skeletal injuries, in 2021/22 a total of 346.5 days lost and in 2022/23 a total of 556.5 days lost.

11.6 It is believed where appropriate, that rounds with an average number of properties per day of between 1,100 and 1,300 per day should be achievable in Sevenoaks, which would enable the authority to reduce the number of rounds across some areas of the service. However, to achieve this, changes to the current collection system, would need to be made.

11.7 The rural rounds are of particular concern as the service is currently driving collection vehicles on very narrow privately owned farm tracks. It is believed that this could be more efficiently achieved by investigating the possibility of end of lane collections.

11.8 This may be contentious, however, the risk to the Council in driving large vehicles down privately owned roads is clear. Many of these roads, particularly down to farms, can be unmade or in poor condition, potentially causing extensive and costly damage to the Councils vehicle. In addition, the Council uses large heavy vehicles which could be seen as contributing to the damage to these unmade roads, which could result in claims for damages from the landowner. End of lane collections would resolve this issue for both the Council and the resident.

11.9 Without a doubt the methodology used to collect waste, on a weekly basis using sacks, is popular with residents and is a policy the currently Conservative controlled Council has pledged to continue. However, with new Government regulations on the horizon, the service may be required to change some aspects of the service to bring it in line with Governments 'simpler recycling' collection policies.

11.10 There is no doubt that the service cannot continue as it is, collecting unlimited amounts of waste for disposal and in so doing discouraging residents from separating their waste for recycling. The current collection methodology is not only outdated but is out of step with the rest of the country. It will not in any way assist the Council in achieving its recycling targets or to become a high performing authority.

11.11 WRAP carried out an options appraisal published in March 2021 where they recommended changes to the system including continuing the collection of residual waste using sacks but limiting the number of sacks allowed. The Consultant believes that this is flawed and should be changed to the use of a 240 or 180 litre wheeled bin.

11.12 WRAP also recommend collecting the current dry recycling materials in what are termed triple stacker boxes to keep them separate and for glass to continue to be collected as it currently is by means of bring facilities.

11.13 The Consultant believes that this system would work and would improve the quality of the materials collected for recycling. However, if the current waste collected for recycling is being processed and achieving a high level of recovery through the (MRF), placing this waste co-mingled in a wheeled bin would achieve the same goal with wheeled bins traditionally being cheaper to purchase than the stacker boxes.

11.14 WRAP recommend garden waste to continue as it does now, using the current wheeled bin configuration, however, the current unregulated use of sacks in addition to bins is an issue that needs addressing, as this can cause issues with round configuration, making it difficult to calculate how much waste is likely to be placed out for collection. Also, food waste is not collected at the present time but is highly likely to be a requirement in the future.

11.15 WRAPs recommendations are of course designed to ensure that the Council complies with what was thought would be required in the new standardised collection regime proposed by the Government, However, since the government's announcement in October 2023, this has now been thrown into doubt and the industry awaits new regulations on what is termed 'Simpler Recycling'.

11.16 The UK Government will at some point soon make its final decisions on how the new 'Simpler Recycling' collection methodology will look. At that point, Council's will no doubt be given a timescale in which to achieve those changes.

Appendices

Appendix 1 PI standings report 2021/22

Family group comparison

Refuse collection performance indicator standings 2021/22

Name of authority	Sevenoaks District Council
PIN	4335
Family group	R1

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	19/20 score	High/Low/ Neutral
Key performance indicators										
PI 02c - Cost of refuse collection service per household (excluding landfill tax, waste disposal and CEC)	15	£110.56	£71.46	£41.89	£76.37	12	£58.11	3	-	L
PI 03b - Tonnes of domestic waste sent/collected for recycling per household (Scotland only)	6	0.50	0.36	0.14	-	-	-	-	-	H
PI 03g - Tonnes of domestic waste sent/collected for recycling per 1,000 head of population (Scotland only)	6	239.05	164.26	64.82	-	-	-	-	-	H
PI 03e - Tonnes of domestic waste recycled per household	18	0.67	0.41	0.16	0.36	10	0.51	3	-	H
PI 03f - Kg of domestic waste recycled per head of population	18	300.73	179.99	75.42	158.40	10	226.00	3	-	H
PI 03h - Tonnes of domestic waste recycled per 1,000 head of population (Scotland only)	6	300.73	213.86	75.42	-	-	-	-	-	H
PI 03i - Net cost of recycling per household (excluding CEC)	13	£78.48	£34.71	£11.73	-	-	£20.62	-	-	L
PI 11 - Percentage of households covered by kerbside recycling collections	19	100.00%	99.79%	96.36%	100.00%	1	100.00%	1	-	H
PI 12a - Percentage of total municipal waste collected which is sent for recycling (Scotland only)	6	49.49%	39.58%	15.92%	-	-	-	-	-	H
PI 12b - Percentage of household waste collected which is actually composted	17	33.51%	18.98%	6.21%	17.22%	11	24.24%	3	-	H
PI 12c - Percentage recovery of energy from household waste collected (England and Wales only - unitary authorities only)	2	69.32%	40.70%	12.08%	-	-	-	-	-	H
PI 12g - Percentage recovery of energy from total municipal waste collected (Wales only)	-	-	-	-	-	-	-	-	-	H
PI 12f - Percentage of total municipal waste collected which is actually recycled (Unitary only)	8	64.52%	39.30%	18.08%	-	-	59.20%	-	-	H
PI 32a - Kg of residual household waste landfilled per annum per head of population (Unitary authorities only)	8	210.68	87.12	6.12	-	-	6.47	-	-	L
PI 32e - Tonnage of residual household waste sent to landfill per annum per 1,000 head of population (Scotland only)	6	357.22	217.86	143.53	-	-	-	-	-	L
PI 32d - Kg of residual household waste landfilled per annum per household (Unitary authorities only)	8	470.23	194.83	13.63	-	-	15.72	-	-	L
PI 32f - Tonnes of residual household waste sent to landfill per annum per household (Scotland only)	6	0.78	0.48	0.32	-	-	-	-	-	L

Notes:

a. The Authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.

b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.

c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Family group comparison

Refuse collection performance indicator standings 2021/22

Name of authority	Sevenoaks District Council
PIN	4335
Family group	R1

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	19/20 score	High/Low/ Neutral
Other cost performance indicators										
PI 02d - Cost of refuse collection service per head of population (excluding landfill tax, waste disposal and CEC)	15	£50.65	£31.68	£19.12	£33.33	12	£26.53	3	-	L
PI 08c - Total labour costs as a percentage of total expenditure (excluding waste disposal costs and CEC)	17	69.59%	52.91%	37.14%	42.90%	-	-	-	-	N
PI 10c - Transport costs as a percentage of total expenditure (excluding waste disposal costs and CEC)	15	32.75%	22.10%	10.94%	-	-	-	-	-	N
PI 18c - Front line labour costs as a percentage of total expenditure (excluding waste disposal costs and CEC)	17	63.59%	47.30%	29.94%	38.02%	-	-	-	-	N
PI 27 - Cost per household excluding trade waste costs	17	£106.95	£67.12	£31.56	£73.67	11	£53.98	3	-	L
PI 37 - Cost of domestic waste disposal per household	5	£59.12	£47.50	£38.63	-	-	-	-	-	L
PI 38 - Cost of municipal waste disposal per household	5	£64.62	£53.75	£43.09	-	-	-	-	-	L
PI 41a - Percentage change in total annual income generated vs. previous year	12	38.39%	10.98%	-9.23%	-	-	-	-	-	N
PI 41b - Percentage change in income generated from recycling vs. previous year	9	188.91%	39.96%	-16.53%	-	-	-	-	-	N
Customer Services performance indicators										
PI 15 - Quality assurance and consultation process	20	56.00%	22.70%	8.00%	35.50%	3	29.00%	1	-	H
PI 16 - Human resources and people management	20	74.00%	46.65%	10.00%	68.00%	2	58.00%	1	-	H
PI 33 - Community / customer surveys undertaken	6	97.00%	90.50%	78.00%	91.00%	4	-	-	-	H
Efficiency performance indicators										
PI 22a - Missed collections per 100,000 collections (full year)	18	199.05	65.56	1.88	2.37	2	13.83	1	-	L
PI 22b - Missed collections per 100,000 collections (April - September)	18	295.95	76.26	2.37	2.37	1	14.57	1	-	L
PI 22c - Missed domestic residual waste collections per 100,000 collections (full year)	16	284.53	57.50	2.37	2.37	1	10.02	1	-	L
PI 22d - Missed domestic residual waste collections per 100,000 collections (April - September)	16	136.66	54.07	2.37	2.37	1	15.28	1	-	L
PI 22e - Missed separate recycling collections per 100,000 collections (full year)	16	142.06	52.21	1.44	2.37	2	7.88	1	-	L
PI 22f - Missed separate recycling collections per 100,000 collections (April - September)	15	244.97	64.68	2.29	2.37	2	10.20	1	-	L

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Family group comparison

Refuse collection performance indicator standings 2021/22

Name of authority	Sevenoaks District Council
PIN	4335
Family group	R1

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	19/20 score	High/Low/ Neutral
PI 04a - Trade waste contracts (charged) as a percentage of available market	17	100.00%	22.24%	3.28%	10.07%	15	23.87%	4	-	H
PI 04b - Number of trade waste agreements for recycling (free or charged)	21	1,600	419	0	80	18	507	4	-	H
PI 04c - Percentage change in trade waste contracts (charged / non recycling)	15	33.33%	-2.46%	-38.80%	-	-	2.38%	-	-	H
PI 04d - Percentage change in trade waste contracts (all)	15	42.11%	0.26%	-36.10%	-	-	-	-	-	N
PI 35a - Litres of fuel used annually in refuse collection vehicles per 1,000 head of population	17	4,811	2,538	1,412	2,146	7	2,089	2	-	L
PI 20a - Staff absence (all employees)	14	12.73%	6.08%	0.00%	-	-	3.62%	-	-	L
PI 20b - Staff absence - days lost per FTE non covid only (Scotland only)(all employees)	5	30.00	20.11	11.59	-	-	-	-	-	L
Other recycling performance indicators										
PI 32b - Percentage of household waste sent to landfill per annum (Unitary authorities only)	8	69.59%	25.38%	1.51%	-	-	1.80%	-	-	L
PI 32g - Percentage of household waste collected for landfill per annum (Scotland only)	6	84.64%	56.56%	47.41%	-	-	-	-	-	L
PI 32c - Percentage of municipal waste collected for landfill per annum (Scotland only)	6	84.08%	60.42%	50.51%	-	-	-	-	-	L
Covid impact performance indicators										
PI 39a - Percentage of fleet which constituted additional vehicles for Covid precautions	8	32.43%	18.26%	7.41%	-	-	-	-	-	N
PI 40a - PPE and other covid related equipment as percentage of total expenditure	10	12.31%	3.26%	0.11%	1.01%	-	-	-	-	N
PI 42a - Agency/temporary/casual staff costs as percentage of total staff costs	17	34.34%	11.57%	0.87%	27.46%	-	-	-	-	N
PI 42b - Agency/temporary/casual staff costs as percentage of total expenditure	17	20.47%	5.90%	0.40%	11.78%	-	-	-	-	N
PI 45a - Percentage change in net operational expenditure	14	51.29%	4.65%	-28.36%	-	-	-	-	-	N
PI 46a - Percentage change in number of operational vehicles deployed	15	143.33%	10.17%	-29.69%	-	-	-	-	-	N
PI 46b - Percentage change in cost of operational vehicles deployed	12	72.64%	-0.52%	-95.04%	-	-	-	-	-	N

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Whole service comparison

Refuse collection performance indicator standings 2021/22

Name of authority: Sevenoaks District Council

PIN: 4335

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Your output/score	Standing in service	Top quartile mark	Quartile achieved	19/20 score	High/Low/ Neutral
Key performance indicators										
PI 02c - Cost of refuse collection service per household (excluding landfill tax, waste disposal and CEC)	36	£150.36	£75.92	£41.89	£76.37	25	£58.11	3	-	L
PI 03b - Tonnes of domestic waste sent/collected for recycling per household (Scotland only)	10	0.54	0.38	0.14	-	-	0.50	-	-	H
PI 03g - Tonnes of domestic waste sent/collected for recycling per 1,000 head of population (Scotland only)	10	244.78	172.65	64.82	-	-	225.75	-	-	H
PI 03e - Tonnes of domestic waste recycled per household	49	0.73	0.42	0.16	0.36	29	0.51	3	-	H
PI 03f - Kg of domestic waste recycled per head of population	49	332.30	183.58	75.42	158.40	30	226.28	3	-	H
PI 03h - Tonnes of domestic waste recycled per 1,000 head of population (Scotland only)	10	332.30	220.25	75.42	-	-	285.56	-	-	H
PI 03i - Net cost of recycling per household (excluding CEC)	36	£92.80	£39.41	£11.73	-	-	£18.22	-	-	L
PI 11 - Percentage of households covered by kerbside recycling collections	49	100.00%	99.18%	86.82%	100.00%	1	100.00%	1	-	H
PI 12a - Percentage of total municipal waste collected which is sent for recycling (Scotland only)	10	49.49%	38.56%	15.92%	-	-	47.24%	-	-	H
PI 12b - Percentage of household waste collected which is actually composted	48	36.06%	18.51%	3.79%	17.22%	29	23.83%	3	-	H
PI 12c - Percentage recovery of energy from household waste collected (England and Wales only - unitary authorities only)	13	69.32%	46.60%	12.08%	-	-	57.43%	-	-	H
PI 12g - Percentage recovery of energy from total municipal waste collected (Wales only)	1	38.31%	38.31%	38.31%	-	-	-	-	-	H
PI 12f - Percentage of total municipal waste collected which is actually recycled (Unitary only)	23	64.52%	44.32%	18.08%	-	-	59.20%	-	-	H
PI 32a - Kg of residual household waste landfilled per annum per head of population (Unitary authorities only)	22	210.68	60.66	0.30	-	-	4.30	-	-	L
PI 32e - Tonnage of residual household waste sent to landfill per annum per 1,000 head of population (Scotland only)	10	357.22	243.70	143.53	-	-	182.56	-	-	L
PI 32d - Kg of residual household waste landfilled per annum per household (Unitary authorities only)	22	470.23	133.66	0.61	-	-	10.57	-	-	L
PI 32f - Tonnes of residual household waste sent to landfill per annum per household (Scotland only)	10	0.78	0.53	0.32	-	-	0.38	-	-	L
Other cost performance indicators										
PI 02d - Cost of refuse collection service per head of population (excluding landfill tax, waste disposal and CEC)	35	£53.79	£32.80	£18.83	£33.33	25	£26.53	3	-	L

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Whole service comparison

Refuse collection performance indicator standings 2021/22

Name of authority: Sevenoaks District Council

PIN: 4335

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Your output/score	Standing in service	Top quartile mark	Quartile achieved	19/20 score	High/Low/ Neutral
PI 08c - Total labour costs as a percentage of total expenditure (excluding waste disposal costs and CEC)	37	69.59%	51.12%	35.34%	42.90%	-	-	-	-	N
PI 10c - Transport costs as a percentage of total expenditure (excluding waste disposal costs and CEC)	36	33.51%	22.64%	10.94%	-	-	-	-	-	N
PI 18c - Front line labour costs as a percentage of total expenditure (excluding waste disposal costs and CEC)	40	64.03%	44.15%	22.68%	38.02%	-	-	-	-	N
PI 27 - Cost per household excluding trade waste costs	38	£123.86	£70.00	£27.58	£73.67	23	£53.98	3	-	L
PI 37 - Cost of domestic waste disposal per household	20	£77.53	£56.65	£36.85	-	-	£44.16	-	-	L
PI 38 - Cost of municipal waste disposal per household	21	£81.60	£59.96	£30.66	-	-	£50.67	-	-	L
PI 41a - Percentage change in total annual income generated vs. previous year	29	38.39%	9.74%	-9.23%	-	-	-	-	-	N
PI 41b - Percentage change in income generated from recycling vs. previous year	21	188.91%	26.54%	-45.52%	-	-	-	-	-	N
Customer Services performance indicators										
PI 15 - Quality assurance and consultation process	48	56.00%	21.39%	4.00%	35.50%	5	31.00%	1	-	H
PI 16 - Human resources and people management	45	75.00%	44.38%	10.00%	68.00%	3	55.00%	1	-	H
PI 33 - Community / customer surveys undertaken	13	97.00%	83.24%	48.00%	91.00%	6	93.00%	2	-	H
Efficiency performance indicators										
PI 22a - Missed collections per 100,000 collections (full year)	46	315.09	79.33	0.89	2.37	3	39.07	1	-	L
PI 22b - Missed collections per 100,000 collections (April - September)	46	295.95	81.76	0.16	2.37	2	40.30	1	-	L
PI 22c - Missed domestic residual waste collections per 100,000 collections (full year)	44	296.33	91.49	0.45	2.37	2	41.13	1	-	L
PI 22d - Missed domestic residual waste collections per 100,000 collections (April - September)	44	270.35	85.92	0.22	2.37	2	34.36	1	-	L
PI 22e - Missed separate recycling collections per 100,000 collections (full year)	41	189.53	62.15	1.23	2.37	3	32.90	1	-	L
PI 22f - Missed separate recycling collections per 100,000 collections (April - September)	41	296.86	73.66	0.11	2.37	3	40.79	1	-	L
PI 04a - Trade waste contracts (charged) as a percentage of available market	38	100.00%	22.07%	3.28%	10.07%	33	24.67%	4	-	H
PI 04b - Number of trade waste agreements for recycling (free or charged)	49	3,526	580	0	80	40	752	4	-	H
PI 04c - Percentage change in trade waste contracts (charged / non recycling)	34	57.08%	-0.30%	-38.80%	-	-	3.94%	-	-	H
PI 04d - Percentage change in trade waste contracts (all)	34	45.99%	0.81%	-36.10%	-	-	-	-	-	N

Notes:

a. The Authority will only be ranked in service if it has shown an output / score within the set parameters for the performance indicator.

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c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Whole service comparison

Refuse collection performance indicator standings 2021/22

Name of authority: Sevenoaks District Council

PIN: 4335

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Your output/score	Standing in service	Top quartile mark	Quartile achieved	19/20 score	High/Low/ Neutral
PI 35a - Litres of fuel used annually in refuse collection vehicles per 1,000 head of population	39	4,811	2,218	1,120	2,146	23	1,658	3	-	L
PI 20a - Staff absence (all employees)	32	17.76%	7.96%	0.00%	-	-	4.80%	-	-	L
PI 20b - Staff absence - days lost per FTE non covid only (Scotland only)(all employees)	8	30.00	20.24	11.59	-	-	11.81	-	-	L
Other recycling performance indicators										
PI 32b - Percentage of household waste sent to landfill per annum (Unitary authorities only)	22	69.59%	15.65%	0.06%	-	-	0.95%	-	-	L
PI 32g - Percentage of household waste collected for landfill per annum (Scotland only)	10	84.64%	58.47%	47.41%	-	-	50.79%	-	-	L
PI 32c - Percentage of municipal waste collected for landfill per annum (Scotland only)	10	84.08%	61.44%	50.51%	-	-	52.76%	-	-	L
Covid impact performance indicators										
PI 39a - Percentage of fleet which constituted additional vehicles for Covid precautions	17	44.94%	22.06%	2.00%	-	-	-	-	-	N
PI 40a - PPE and other covid related equipment as percentage of total expenditure	23	12.31%	3.58%	0.00%	1.01%	-	-	-	-	N
PI 42a - Agency/temporary/casual staff costs as percentage of total staff costs	37	34.34%	10.73%	0.02%	27.46%	-	-	-	-	N
PI 42b - Agency/temporary/casual staff costs as percentage of total expenditure	38	20.47%	5.36%	0.01%	11.78%	-	-	-	-	N
PI 45a - Percentage change in net operational expenditure	34	51.29%	4.06%	-28.36%	-	-	-	-	-	N
PI 46a - Percentage change in number of operational vehicles deployed	38	143.33%	14.69%	-29.69%	-	-	-	-	-	N
PI 46b - Percentage change in cost of operational vehicles deployed	35	72.64%	0.55%	-99.79%	-	-	-	-	-	N

Notes:

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